

22

WEEKLY ACTIVITY SUMMARY
RELAY ASSEMBLY TEST ROOM

51P

8/8/31 to 12/26/31

36

Weekly Activity Summary

FORM

1. Production Curve Fluctuations - Explanation of Trends.

Other data fluctuations - Explanations.

2. Unusual occurrences -

- (a) Personnel
- (b) Environmental

3. Developments

- (a) Projects
 - 1. ~~Originated~~
 - 2. ~~Completed~~
- (b) Method
- (c) Equipment

*These headings to be
eliminated per suggestion
of Mr. Wright 8-11-81.*

4. Visitors

WEEKLY ACTIVITY SUMMARY - 8-8-31.

RELAY TEST ROOM

1. Production Curve Fluctuations

This week's output was slightly below that of the first week after vacation but both this week and last week were higher than any preceding week since February. This is contrary to all preceding post-vacation experience, and as each operator shared in the increase, the high figure is doubly remarkable. The drop the second week following vacation was due to the heat from Wednesday on, as Monday and Tuesday were very high days. Heat seems not only to lessen the capacity to produce, but also to lessen the desire - the attitude of the girls on Mondays and on hot days seems to be, "Oh well, what's the use? I can make up for it later on."

2. Unusual Occurrences

(a) Personal - Operator 3's brother, [REDACTED], was laid off on Wednesday of last week and she has felt quite sad over that. Prior to Monday of last week she hoped that test observers could intervene in [REDACTED]'s behalf and therefore did not feel the full disappointment until this week. It is possible that this event will increase her output and that of Operator 1 who follows her lead very closely.

Operators 3 and 4 have talked more constantly than usual - much of the conversation being Polish, and about Operator 3 and her friend [REDACTED] marrying.

(b) Environmental - Layout Operator and Operator 1 interviewed by [REDACTED].

3. Developments

(a) Projects:

1. Originated - None
2. Completed - None

We are working on a study of the influence of a number of measurable variables on the quality of relay operators' output. We are also drawing daily work curves from the power consumption charts - Dept. 6551. A study of personal time by A.M. - P.M. intervals is complete, excepting graphs.

(b) Method - None

(c) Equipment - The breaking of one of the minute recorder wheels delayed the work on the production recorder which is being done by 6415. A new wheel was obtained Friday.

4. Visitors

Mr. Platenka - former foreman of these operators conversed with operators about five minutes, August 7.

MM

WEEKLY ACTIVITY SUMMARY - 8-8-51.

ARMATURE TEST ROOM

1. Production Curve Fluctuations.

The slump in output for Operators 4 sub. and 5 was due to the large number of rejections received. The operators reduced their working pace and became extremely cautious in their desire to eliminate rejections partly due, no doubt, to the new inspection routine which makes it necessary for the operators to sort rejected outputs in the inspection section. (See No. 5b)

Operator No. 2 has had no rejections for approximately 2 months and her output increased slightly this week.

2. Unusual Occurrences

(a) Personal - Operator No. 2 concerned about injuries suffered by daughter and daughter's boy friend in auto accident. Daughter injured knee and boy friend wrenched back.

Worried? - Several comments regarding large auto repair bill and a trip of 110 miles to obtain car.

Operator No. 4 sub. Stormy Lake trip during vacation left vivid impression on her mind. (Several comments)

Operator No. 5 remarked that her mother does not "hawl her out" anymore. Better home situation probably due to the fact that this operator is going with a boy friend whom the mother approves of. (This note applies to recent period - not particularly to this week.)

(b) Environmental - Operators informed test room would continue indefinitely. All operators voiced approval.

Operators complained about the high temperature and humidity throughout the week.

Operators 4 sub. and 5 received a considerable number of rejections, some of them second rejections.

Arrangements were made with the Operating Organization to receive additional instruction in order to eliminate the large number of rejections.

3. Developments

(a) Projects

- (1) Originated - None
- (2) Completed - None

Working on a A.M. and P.M. output for 19 weeks (Mica).

(b) Method - The Inspection Section changed their method of handling rejected outputs. It is necessary for the operator to sort rejected work in the Inspection Section. The defective parts are picked out, repaired at the operator's bench position and returned to the job. This routine presents several advantages and a disadvantage over the old system. Whereas all sorting and repairing were formerly done in the test room, the operator is now subject to inspection supervision during this procedure. However, considerable time is saved as all parts sorted as "O.K." will be passed immediately and will not be subject to further sampling inspection and possible rejection.

(c) Equipment - No changes or additions.

4. Visitors

None.

END

WEEKLY ACTIVITY SUMMARY - 8-15-31

RELAY TEST ROOM

1. Production Curve Fluctuations

The downward trend following the high post - vacation week continued this week for Operators 1, 2 and 4. Operator 3 increased her output to approximately that of two weeks ago. Operator 5 has held the same level for three weeks. Operator 4 reached the lowest point she has reached since Christmas week of 1928. Although rated second in the group, her output was less this week than that of any other member of the group. This girl has been producing far below capacity since last November, when the Aragon episode first began. Since that time a general unrest centering chiefly in successive affairs with 'boyfriends' has been evident, accompanied by irregular sleeping habits and low output.

2. Unusual Occurrences

(a) Personal - Operators 1, 2, 4 and 4's sister visited Riverview Park Tuesday evening. Comments Wednesday indicated some hangover in the way of stiff muscles.

(b) Environmental - Operators 2, 3 and 4 were interviewed this week.

A copy of the Italian translation of the report on Western Electric Co. research procedures given at Geneva was offered to [redacted] to look over. She showed little interest in it, however, saying that no member of her family except her father reads Italian, and he is interested only in his prayer book.

3. Developments

Arrangements were made, with supervisors of Dept. 6321, to obtain output records for a number of coil winders who were included in the group under observation in our power consumption study. A study of production before and after the installation of rest periods will aid in the analysis of our power curves.

Professor Turner arrived at the plant Tuesday morning. During a number of conferences attended by Professor Turner and representatives of 6088, the following matters were discussed:

- (a) Men's test group - objective of study
 - method of procedure
- (b) 1931 Report - Form was revised
 - Material to extend to 8-15-31

Designing of the production recorder is to be held up temporarily in accordance with the suggestion that this job may be given to an ex-

- 2 -

genization or individual having very little work at this time. This procedure may effect a reduction in the cost of designing the apparatus.

4. Visitors

Professor Turner - Mass. Inst. of Technology

AB

WEEKLY ACTIVITY SUMMARY - 8-15-31

ARMATURE TEST ROOM

1. Production Curve Fluctuations

Operator 2: No increase in output over previous week, but slight improvement noted when comparing with pre-vacation outputs.

Operator 4 Sub: Increased her output approximately 24% over the previous week.

No rejections reported to date (Mon. Aug. 17) and this operator is gaining confidence in her ability to maintain quality as well as to improve the quantity of her output. She worked cautiously Monday and Tuesday and is increasing her production slowly. There is a significant improvement in the quality of her production.

Operator 5: Increased output slightly, working cautiously the first part of week, but attaining an increase in production the latter part due to regained confidence. There is a noted improvement in the quality of her work. This operator repaired one rejection Monday of this week (rejected output of Friday, August 7)

2. Unusual Occurrences

(a) Personal - Operator No. 2:

Automobile repair bill \$120.00. (See note 8-7-31 summary) She informed us that her daughter was secretly married in January. The daughter is leaving the company August 21, 1931. Moving to Denver, Colorado on account of husband's work. He is a wireless operator for N. B. C. studios, has not been working steadily, and has a better opportunity in Denver with N. B. C.

Operator 2 remarked, "I'd rather have them here, of course, but I wouldn't let her know I feel bad about it for it may be the opportunity of a life time for him."

Operator 2 offered to give her automobile to the young folks if they wanted it.

Operator 4 Sub: Stated that she had a weak spell Friday night; that her heart bothered her again. (Probably due to the heat)

Operator 4 Sub. remarked: "I was going to stay home one day last week, but the job was going so bad (rejected outputs) that I figured you might think I stayed home on account of that."

Due to rejected outputs and a more cautious working pace Operator 4 Sub's earnings for the past two weeks have been reduced approximately \$6.00 to \$8.00 a week as compared with pre-vacation earnings. She was paid "minimum earnings allowance" for week ending August 8, 1931, for the first time since January 10, 1931.

Operator No. 5: Mother and father and two younger brothers are visiting relatives in Iowa this week. Operator No. 5 in charge of home -- cooks meals for brother and sister.

Operator No. 5 commented: Badly in need of a pair of shoes, but has no money to buy them. (Newspaper placed in sole of shoe to prevent feet from protruding.)

Only \$4.00 in Ready Money Plan. She had approximately \$500. a year and a half ago but spent the money foolishly - amusements, candy, dresses, stockings, etc. When her earnings were lower she withdrew money to pay mother \$10.00 a week board. Mother never buys her anything. Only money she has for clothing, etc., is the \$3.00 she saves weekly in the Ready Money Plan. Gave mother vacation pay check. Mother demands \$10.00 a week board after vacation. (Operator No. 5 has been giving mother pay check which amounts to less than \$10.00 cash after A. T. & T. and Ready Money Plan deductions.)

Operator No. 5 elated Tuesday, August 11th, because she obtained the autograph of James Hall (movie actor) who visited the Plant as a feature of the noon hour entertainment.

(b) Environmental - [REDACTED] (Woman's supervisor and instructor Dept. 6335) checked the operators' work and gave them additional instructions twice this week.

3. Developments.

4. Visitors

None

AB

WEEKLY ACTIVITY SUMMARY - 8-22-31

RELAY TEST ROOM

1. Production Curve Fluctuations

The downward trend present in the curves of Operators 1, 2, and 4 last week changed into an upward trend last week which was particularly noticeable in the case of Operator 4. Operator 3 continued the general upward direction taken by her curve last week. Operator 5 has completed the fourth week now of almost identical output. Her total weekly output for the weeks since vacation has been within a range of 4 relays - from 2450 to 2454 relays per week. This record is unique in test room history.

2. Unusual Occurrences

(a) Personal - Operator 3 complained of pains in her heart Tuesday afternoon. They were severe enough to cause her to stop working for a short interval. This operator has complained of these pains several times in the past year.

(b) Environmental - Operator 5 and the layout operator were interviewed last week.

3. Developments

A suggestion has been received that a test period be considered which would have three rest periods in the working day. A fifteen minute pause at 12:00 would suffice for luncheon purposes and the working day would end one-half hour earlier. Another period might include the same feature excepting that the working day would begin one-half hour later instead of ending one-half hour earlier.

A wiring diagram of the production recording circuit for the bank wiring job (men's test group) has been completed.

4. Visitors

None.

RM

WEEKLY ACTIVITY SUMMARY - 8-22-31

ARMATURE TEST ROOM

1. Production Curve Fluctuations

All the operators increased their weekly average hourly outputs.

Operator No. 2's output increased approximately 6%, Operator No. 4 sub. 18% and Operator No. 5 44% over the previous week.

Only one rejection was reported up to Thursday, August 20, for Operator No. 5.

2. Unusual Occurrences

(a) Personal - Operator No. 2 has been busy making preparations for daughter's departure to Denver Colo., where she will reside. The daughter will leave Chicago Sunday, August 23, 1951.

Operator No. 2 is well pleased with her daughter's marriage to the minister's son of the church which she attends. Although Operator No. 2 does not indicate her feelings to the young folks, she heartily regrets that they are moving, but realizes it is an opportunity for the daughter's husband and knows it is better for the young folks to live alone.

Operator No. 2 has no other relatives in Chicago, (relatives reside in Kankakee, Ill.) and will be alone most of the time except for the daughter's girl friend who boards with Operator No. 2 and is regarded as one of the family.

Operator No. 2 gave her automobile to the young folks, stating that she would have no further use for it.

Operator No. 4 sub. absent Tuesday, August 18. Stated she didn't feel well Monday evening. The heat made her tired. This operator has heart trouble and consults her doctor once a month.

Operator No. 5's parents returned from vacation in Iowa, Tuesday, August 18. During the interval (two weeks) that they were away, Operator No. 5 was late twice, explaining that extra house work caused her tardiness.

Operator No. 5 did not obtain as much sleep as usual this week. She retired exceptionally late Sunday and Monday nights. She complained of being sleepy Monday, and that the time was dragging.

(b) Environmental - On several occasions Operator 2 commented regarding the shrill whistle in the court-way.

Opr. 2: "Thank goodness we won't hear that for another four hours." (1:00 P.M., Mon.)

3. Developments

None.

4. Visitors

None.

RM

WEEKLY ACTIVITY SUMMARY - 8-29-51

RELAY TEST ROOM

1. Production Curve Fluctuations

This week showed an average drop of 4.6% in the production of Operators 1, 2, 3, and 4, while Operator 5 is still maintaining the same output she has made every week since vacation. Approximately the same average hourly output was attained each day showing that the low production is characteristic of the entire week and not just the result of one or two abnormal days. The average output was much like that of the ten or twelve weeks immediately preceding vacation and was lower than any week since vacation.

2. Unusual Occurrences

(a) Personal - The group celebrated Operator 4's birthday Tuesday of this week with the usual gifts of lingerie and other feminine articles and, as is customary, Operator 4 reciprocated by presenting each girl with a half pound box of chocolates.

(b) Environmental - All five operators were interviewed this week.

The skylight above the test room was not closed completely Thursday night and the girls arrived at work Friday morning to discover that rain from the night before had come through the cracks and drenched the layouts. It was 7:56 before they were able to begin assembling and average earnings will be paid for the time they spent in cleaning up their positions.

Operators 1 and 2 were obliged to wait a total of seventy-nine minutes for armatures on Friday.

3. Developments

As a result of a planning order received this week, the girls will be obliged to cover their layouts with paper during the noon interval and at night. This is being done in an effort to keep relay contacts as clean as possible.

A model of a bank wiring production recorder circuit was completed this week.

The job of designing a time recorder to be used on various test projects has been given to Department 6453-3.

4. Visitors

None.

AN

WEEKLY ACTIVITY SUMMARY - 8-29-51

ARMATURE TEST STUDY

1. Production Curve Fluctuations

Operator 2 increased her output slightly over the previous week. This operator has increased her output approximately 18% in the last five weeks.

Operator 4 sub: had a slight increase in average hourly output over the previous week. This operator received one rejection to repair. (Output of Fri. Aug. 21.)

Operator 5's average hourly output decreased about 14% from the previous week, due no doubt to receiving two rejections (outputs of Mon. Aug. 17, and Fri. Aug. 21.) which caused this operator to adopt a slower working pace. Although her output was lower than the preceding week it was considerably higher than the weeks following the vacation period.

2. Unusual Occurrences

(a) Personal - Operator 4 sub: complained of a cold in her head.

Operator 4 sub: inquired if she could leave her A.T. & T. stock certificate in the Company's vaults. A neighborhood bank in which she has a safety deposit box has closed recently and [redacted] comments: "I don't want to leave it around the house for when times are so hard people will steal most anything. I don't want to lose this stock. You know the other A.T. & T. stock I had I lost when I sold the A.T. & T. and brought that theatre stock." An arrangement was made whereby [redacted] can leave her certificate in the Western Electric Company vaults for a short period.

Operator 5 stated that she only had three hours sleep Wednesday, August 28, (retired 2:45 A.M. arose 5:45 A.M.) She comments: "No one heard me come in last night. I have my own key now. I had some made when my Ma was away."

(b) Environmental - [redacted] (Sup. & Inst. 6335) visited the test room Tuesday, August 25, and checked the quality of the operators output.

Operator 2 to [redacted], "You know I'd almost rather take a licking than get a rejection."

Operator 5 stated that she could not work P.P. 129118 armatures as fast as P.P. 142905 armatures because the "N" stamp on P.P. 129118 caused the one arm to be higher than the other, thereby making additional straightening necessary.

Operator 2 to operator 5: "What are you kicking about now? That's part of your job to bring that arm down."

Operator 5: "I'm not kicking. I'm lucky I'm working."

3. Developments

None

4. Visitors

None

BL

WEEKLY ACTIVITY SUMMARY - 9-5-51

RELAY TEST ROOM

1. Production Trends

The group production for this week was the highest since October, 1950. Operator 4, who has been assembling relays at an unusually low rate of speed since last December (nine months), increased her output last week to the highest average per hour she has had in the test room. The increase over the preceding week was 700 relays, an average of 140 relays per day, or a 20% increase over the preceding week. Operator 5, who has been producing uniformly since vacation (five weeks) within a range of only 8 relays, increased 8% last week, reaching almost the greatest output per hour she has had in the test room. Her "peak" week was reached the week of June 8, 1951, when she assembled an average of 68.5 relays per hour. Her average this week was 68.4 relays per hour. These two operators changed types Monday morning and have this week been working on E6604 relays, which type has been previously designated by all the operators to be a preferred type. Operators 1, 2, and 3, however, worked this week on a non-preferred type (E1408) and they also showed some increase in output. This indicates that while this type was a faster in the output of Operators 4 and 5, it was only one of several factors.

2. Unusual Occurrences

(a) Personal - Operators 1, 3, and 4 visited Operator 2 on Sunday preceding this week. Operator 5 was absent Monday because of the illness of her husband.

(b) Environmental - Operators 1, 2, 3 and 4 were interviewed by [REDACTED] last week. Numerous comments indicate that all the operators would prefer being interviewed less frequently. They say they do not have enough to say to warrant such frequent interviews, and they seem to feel some embarrassment if they don't have enough to talk about to occupy the interview time fully.

3. Developments

Copies of speed test records and the master record were forwarded to Prof. Turner this week.

Decreases in the personnel of that section of Department 6381 included in our power consumption study has brought about the termination of this test week ending August 22, 1951.

IR

WEEKLY ACTIVITY SUMMARY - 9-8-51

ARMATURE TEST ROOM

1. Production Curve Fluctuations

Operator No. 2's average weekly output was about 10% lower than the previous week, due to the poor condition of the armatures that this operator worked on Wednesday, September 2nd.

Operator No. 4's (sub.) output remained approximately the same as the previous week. This operator repaired one rejection Thursday, September 3rd, (output of Tuesday, September 1st.)

Operator No. 5's output increased slightly over the previous weeks. This operator repaired one rejection Thursday, September 3rd, (output of Tuesday, September 1st.)

2. Unusual Occurrences

(a) Personal - Operator 4 sub. remarked Monday, August 31, 1951: "If I ever get the chance I'll go out of Berwyn as fast as I can. If I don't go to the cemetery first."

Operator No. 4 sub. stated that her mother was sick with sinus trouble again and that she (Opr. 4 sub.) has been helping pay the doctor, medicine and living expenses whenever she is able as her father and her sister are not working.

Operator 5 remarked, Monday, August 31st, "A friend of ours was over last night and he was telling my 'Ma' how slow things are at the Western. He's worked here about twenty-five years. He said they had 400 in his department and there's only 60 left and they all have long service."

Operator 5 was interviewed by [REDACTED], foreman of Department 6335, Monday, August 31st. Operator 5 remarked Tuesday, September 1st, "I told my 'Ma' last night that I was interviewed yesterday and that I might get laid off, so she wouldn't get excited and haul me out if I did."

(b) Environmental - Operator 2 and 4 (sub.): interviewed by [REDACTED], foreman of Department 6335, Thursday, September 3rd.

Operator 5 interviewed by [REDACTED], foreman of Department 6335, Monday, August 31st. She was informed by [REDACTED], Wednesday, September 2nd, that she would be laid off Wednesday, September 9th. Operator 5 remarked: "I know when I went downstairs with [REDACTED] the other day I was going to be laid off. That's why I told my 'Ma' that night. She said, 'Well, if you get laid off, you get laid off, that's all there is about it.' You know if they're laying off people with ten and twelve years' service, you can't expect them to keep those with only three years' service."

2. Unusual Occurrences (Cont'd)

Operator 5 inquired if she could complete the payments on her A. T. & T. stock which matures January, 1932. When informed that she could pay either weekly, monthly or in full she remarked, "Hot dog! I'm glad to hear that."

Operator 4 sub. late Wednesday, September 2nd.

All operators to the Company Hospital, Thursday, September 3rd, for periodical examination.

3. Developments

Due to Manufacturing difficulties, considerable trouble is being experienced in obtaining a supply of parts for these operators. Although this difficulty has been common to this job since the armature straightening test was established, a relatively greater amount of observant time has been used to obtain sufficient parts during recent weeks.

4. Visitors

None.

ER

File

WEEKLY ACTIVITY SUMMARY - 8-13-31

RELAY TEST ROOM

1. Production Curve Fluctuations

Output for the week dropped 4.8% from the high figure of the preceding week. Operator 2 assembled the same number of relays as during the preceding week; the production of Operators 1, 3 and 5 dropped about 1.7%; and Operator 4 dropped 500 relays or 16.1% from the production peak which she reached the week before last. However, Operator 4's output for the week was higher than that for any other week since vacation except the preceding peak week.

Two factors may be mentioned as contributory to a lower output. One is the uniformly hot weather which prevailed all week; the other is that Monday was a holiday - for while the holiday is compensated for on the basis of average speed for the week the actual loss in output is slightly greater than one day of average speed. The reason is this: Mondays are recognized as slow days; Wednesdays and Fridays are repair days and therefore the girls usually regard Tuesdays and Thursdays as the days when they can devote themselves uninterrupted to "making percentage." With Monday a holiday, the operators allowed themselves Tuesday to recover from the week-end (their own explanation for low output the first day of the week) with the result that they lost, in effect, one high-output day - Tuesday - instead of one low-output day - Monday.

2. Unusual Occurrences

(a) Personal - None.

(b) Environmental - Operators 1, 3 and 5 waited fourteen minutes each for armatures on Wednesday. Operators 1, 3 and 5 were interviewed by [REDACTED]. The temperature in the test room was above 90° most of the week.

Periodical physical examination postponed until next Tuesday.

3. Developments

Questionnaire "F" listing the different lengths of working weeks, showing length of day and number of days per week in each feature, was presented to the operators today with the request that they indicate their preference of features. A combination of the expressions shows that the group as a whole prefers Saturday A.M. off features and that the 8-1/2 hour day is preferred to shorter days.

4. Visitors

[REDACTED] University of Japan, having temporary connection with M. I. T., visited the test room on Tuesday.

File

WEEKLY ACTIVITY SUMMARY - 9-12-31

ARMATURE TEST ROOM

1. Production Curve Fluctuations

Operator No. 2 increased her weekly average hourly output 23% over the previous week; the highest A.H.O. she has attained for the past 35 weeks. This operator's A.H.O. has increased steadily during the past six weeks.

Operator No. 4 sub's output increased slightly over the previous weeks. This operator maintains a fairly consistent output. Although her A.H.O. following the vacation period is not as high as the pre-vacation output the fewer rejections more than compensate for the loss in output.

Operator No. 5's A.H.O. increased about 12% over the previous weeks. This operator left the company (laid off) Wednesday September 9, and only had ten hours actual working time due to Holiday, rejections, etc. This operator received two rejections (output of Friday, September 4, and Tuesday September 8, 1931.).

2. Unusual Occurrences

(a) Personal - Operator No. 5 left the company (laid off) Wednesday September 9. She remarked: "I don't feel so good today, seeing as this is my last day here. I had an argument at home last night on account of being laid off. It was with my sister [redacted] and my "Ma". My sister thinks because she's working now and has been making more than me and giving her pay check to my "Ma" that she don't have to do anything around the house. She sleeps until ten o'clock on Saturday and Sunday and never does a thing around the house. My pay has been kind of small lately and I couldn't pay my "Ma" ten dollars a week so I've been helping around the house with cooking, housework and washing clothes. I've got to find a job so I can pay for my A. T. & T. monthly. I'm not going to give my "Ma" any of the stock when I get it in January. I was going to give her a couple of shares but I changed my mind."

(b) Environmental - The operators complained about the heat several times this week.

The operators waited for armatures approximately two hours and forty minutes each this week.

Operators No. 2 and 4 sub. remarked about the quietness of the test room since Operator No. 5 had left.

3. Developments

None

4. Visitors

None

R

WEEKLY ACTIVITY SUMMARY - 9-18-51.

RELAY TEST ROOM

1. Production Curve Fluctuations.

Average Output for the group dropped one percent from the figure of the preceding week and was the second lowest week since the vacation period. Operators 1 and 2 increased their outputs 1.7% and 2.8% respectively. Operator 3's production dropped 4.3% to a new weekly low since the vacation period. Operators 4 and 5 production decreased 3.7% and 1.7% respectively.

2. Unusual Occurrences.

(a) Personal - Monday was Operator 3's birthday. She received two pairs of silk pajamas from Operators 1, 2, 5, the layout operator and Operator 1's sister. Operator 4 contributed individual gifts -- a purse and a pair of kid gloves. Operator 5 gave each operator the usual half-pound box of "Fannie May" chocolates.

(b) Environmental - The periodical physical examination was held Tuesday afternoon. Operators 1, 2, 3, and 5, have each lost approximately two pounds weight since the last examination, which [REDACTED] attributes to the recent hot weather.

Temperature in the test room was above 90° on Monday and Wednesday.

Operators 2, 3, 4, and 5 were interviewed by [REDACTED]

Operators 3 and 5 protested against two operators being interviewed on the same day (Friday). (See comments - Relay Daily History Sheets.)

3. Developments.

[REDACTED] left the Company 9-18-51.

A memorandum (9-18-51) to [REDACTED] outlined a possible method of rate revision to be used in future periods.

Visitors.

[REDACTED] visited the test room Wednesday afternoon.

DAG-ER

WEEKLY ACTIVITY SUMMARY - 9-19-31

ARMATURE TEST ROOM

1. Production Curve Fluctuations.

Operators No. 2 and 4 (Sub.) weekly average hourly outputs were approximately seven percent lower than the previous week due to working one day on repaired armatures. (Repaired armatures are those parts which required redrilling due to smashed rivets, re-galvanizing or rewelding.) The operators stated that repaired parts are harder to straighten and gauge than regular work. This is probably due to the fact that the repaired parts are handled more and there is a greater chance for them to get out of shape. There was a noticeable decrease in A.H.O. for the time the operators worked on these parts.

Operator No. 4 (sub.) received a rejection for Wednesday, September 16. The rejected armatures were repaired parts. Operator No. 4 (sub.) remarked: "I was afraid of that job. I kind of thought it would come back."

2. Unusual Occurrences.

(a) Personal - Operator No. 4 (sub.) remarked: "I think that will be enough parts. I haven't got very much pop today anyway." (Friday, Sept. 18.)

(b) Environmental - "██████" visited the test room and checked and inspected the operators' output. (Wednesday, Sept. 15.)

The operators waited for armatures fifteen minutes each this week.

Operator No. 2 and 4 (sub.) commented regarding repaired parts.

Operator No. 2: "The trouble with these parts without the rivets is that you don't know how to work them. Some are high and others low and some the temper is out of them. Regular work coming through usually is all high or all low and you know just what treatment to give them."

Operator No. 4: (Sub.) "I won't have much of an output this afternoon, the way these parts are going."

3. Developments.

A memorandum (9-15-31) to ████████, 6088-1, from ████████ outlined our reasons for wishing to terminate the armature straightening test in the immediate future.

4. Visitors.

[REDACTED], formerly Operator No. 5, visited the test room Monday noon, September 15. She remarked: "I got two places to go to from the Illinois Free Employment Agency in Cicero. They're housework jobs. They told me to come back if I didn't take either one of them. If the Western ever starts hiring again, I'm coming back."

Q: "What kind of a job would you want, [REDACTED]?"

Opr. No. 5: "I'd do anything they gave me."

Q: "How about armatures?"

Opr. No. 5: "Armatures would be all right. It's a good job if the inspection wouldn't be so tight."

DAG-RR

WEEKLY ACTIVITY SUMMARY - 9-26-51

RELAY TEST ROOM.

1. Production Curve Fluctuations.

Output for the group remained exactly the same as the output for last week. The Average Hourly Output for Operators 1 and 2 declined 4% and 5.5% respectively. This is a new low for Operator 1 for the post vacation period (eight weeks) and a new low for Operator 2 for Period 20 (eighteen weeks.) The Output of Operators 3, 4, and 5, increased 5.1%, 1.1% and 3.6% respectively - a new period 20 high for Operator 3, a change of little consequence for Operator 4, and Operator 5 equalled her all-time high for the test study. The parallel high figure - 140.6% of her base period output - was established the third week of Period 19 (week ending February 28, 1951).

2. Unusual Occurrences.

(a) Personal - Operator 5's birthday, which occurred Saturday, September 29, was celebrated Friday. She received a purse and a pair of silk hose from Operators, 1, 3, 4 and the layout operator. (Operators 2 and 5 do not contribute toward each other's gifts.) Operator 5 gave each operator (excepting Operator 2) and the inspector the usual half-pound box of "Fannie May" chocolates.

(b) Environmental - It was very warm (max. temperature 95°) in the test room on Monday. The latter part of the week was quite cool with an extremely low temperature in the room on Friday. This temperature combined with the fact that some of the operators' clothing was wet from coming to work in the rain that morning, brought forth several comments from the operators about the disagreeableness of having to work when they were half frozen.

Operators 1, 2, 3, 4, and 5 were interviewed by [REDACTED].

3. Developments.

Actual construction of a test room for men was started this morning with the placement of six benches in the north-east corner of Bldg. 25-3. These benches which occupy two bays will be enclosed by plasterboard-walls.

A working model of the time recording unit was demonstrated this afternoon. This trial indicated the practicability of

3. Developments. (Cont'd)

the apparatus and authorization was given for the development of the printing device and paper carrier which will complete the equipment.

4. Visitors.

None.

DAC-ER

WEEKLY ACTIVITY SUMMARY - 9-26-31

ARMATURE TEST ROOM

1. Production Curve Fluctuations.

Operator No. 2 increased her weekly average hourly output approximately eleven percent over the previous week -- the highest A.H.O. in 37 weeks for this operator.

Operator No. 4 (sub.)'s A.H.O. increased slightly over the previous week and is about 7% higher than her last eight weeks' average.

Operator No. 4 (sub.) received one rejection this week.

2. Unusual Occurrences.

(a) Personal - Oper. No. 4 (sub.) remarked: " [REDACTED] (formerly Oper. No. 5) called me last night and said that she heard the "Western" was hiring again and wanted to know if it was true. I told her I didn't hear about any hiring going on. She's only been gone a week and she wants to come back. She had two chances for housework jobs, but she didn't take them. [REDACTED] don't want to do any hard work. She don't take enough interest in her work either."

Operator No. 4 (Sub.) stated that her mother-in-law, with whom she and her husband live, was sick.

(b) Environmental - The operators waited for armatures ten minutes each this week.

3. Developments.

[REDACTED] talked to [REDACTED], 6300, about the discontinuation of the armature straightening test room in the near future, mentioning the reasons outlined in [REDACTED]'s memorandum to [REDACTED], Tuesday, September 15, 1931. This information was also passed along to [REDACTED], Div. 6350.

4. Visitors.

None.

DAC-ER

WEEKLY ACTIVITY SUMMARY - 10-3-31.

RELAY TEST ROOM

1. Production Curve Fluctuations.

Output for the group increased 2.7% over the preceding week. Operators 1, 2, 3, and 4 increased their A.H.O. over the previous week, 1.9%, 5.4%, .8% and 9.7% respectively. Operator No. 5's A.H.O. was 4.1% lower. Operator No. 3 reached a new high A.H.O. for period 20 and was Operator No. 4's second high A.H.O. week of this period.

2. Unusual Occurrences.

(a) Personal - Operators 1, 2, 3, 4 and the inspector went on the W.E. Girls' Hiking Club hike to the Great Lakes Naval Training Station on Sunday. There was considerable conversation Monday, Tuesday and Wednesday about their sailor acquaintances.

Operator 2 complained all week about a pain in her back.

(b) Environmental - Operator 2 established a new high speed test record for five relays (Wed. Sept. 30) - assembling the five in two minutes fifty-seven and seven-tenths seconds, or at a rate of one hundred one and three-tenths relays per hour.

3. Developments.

Arrangements were made for the layout operator to be paid average hourly earnings for the weeks in which she is not interviewed. This payment, for the average of the interview time of the other five operators, is the only means of compensating the operators for percentage they lose when only the assemblers are interviewed in any period.

Copies of the studies "Quality of Production" and "Relation of Quality of Production to Average Hourly Output, Days of the Week, Hours of Sleep and Volume of Conversation" were forwarded to [REDACTED].

Fifty-watt bulbs in the lamps above the inspector's position were replaced with one-hundred-and-fifty-watt bulbs in an effort to provide more light for the inspection operation.

4. Visitors.

None.

LEL-KR

WEEKLY ACTIVITY SUMMARY - 10-3-31

ARMATURE TEST ROOM

1. Production Curve Fluctuations.

Operator No. 2's Average Hourly Output was slightly lower than the previous week, but was considerably higher than her average A.H.O. for several months.

Operator No. 4 (sub.'s) average hourly output was approximately 7% lower than the previous week.

Operator No. 4 sub: received one rejection this week.

2. Unusual Occurrences.

(a) Personal - Operator No. 2 requested a week off to visit her daughter and son-in-law in Denver, Colorado.
(Mon. Sept. 28)

She remarked: "I was planning to go there about Christmas time, but I found out I can get summer excursion rates if I purchase my ticket this month. I got a letter Saturday from Herbert and he said [redacted] was sick. I was kind of worried about her, so I made a long-distant phone call last night. She's feeling all right now."

Operator No. 2's request for a week off was granted.
(Tues. Sept. 29.)

Operator No. 4 (sub.) requested a leave of absence for three months. (Wed. Sept. 30.) The operators were informed Tuesday Sept. 29, that the test room would be discontinued.

She remarked: "I think this would be a good time for me to take a leave as long as we're going to be transferred next week. I figured I'd have to take a leave anyway in three or four weeks because my mother-in-law is pretty sick and she's been getting worse lately. She's home alone all day and can't get around very well, and there really should be someone there to take care of her. I'll be able to take care of her and get a good rest myself. The one thing I don't like is that I'll have to cancel my shares, but I'll need the money. I don't like to go over to 5317 just when I'm getting my health back. Maybe at the end of three months things will pick up around here.

As long as I'm going on a leave, maybe they could make room for [redacted] now in Dept. 6335."

Oper. No. 4 (sub.) interviewed by the foreman of Dept. 6335, [redacted], and informed that her request for a three months leave would be granted.

2. Unusual Occurrences. (Cont'd)

(b) Environmental - The operators were informed that the test room would be discontinued this week and starting next Monday, October 5, they would report to Department 5317.

Operator No. 2 did not believe she heard the right department number and when Department 5317 was repeated she remarked: "Why is that? I don't like that very well. I originally came from Department 6335."

"I guess we haven't got much choice in the matter. We would of stood a better chance six months ago than we do right now. I'd much rather go to Department 6335 than 5317. When I started with the company, I worked in 6335. I never worked over in the Merchandise, but I don't think I'd like it over there. It's so much like a big barn. I was talking to several of the girls in 5317 and they said they're only working two to three days a week. It's pretty hard to get a choice when you got a year of poor earnings behind you." (Inferring that Dept. 6335 would not keep her because she was on the minimum earnings list for one year.)

Oper. No. 4 (sub.) was not very pleased to hear she was to return to Department 5317.

She remarked: "I didn't like it over there (Dept. 5317) on account of the smell from those compound tanks. I liked all the supervisors, they were all very nice."

Q: "What were the Gang Piece Work Earnings when you were there, [redacted]?"

A: "I don't know. I was shifted around from one job to another over there. I didn't like that very well either. Of all the jobs I've had since I've been with the company, this one (armatures) was the hardest one for me to learn. This job is tedious too. The welding job in 6335, that's the kind of a job I would like. I did that job years ago. I like a job that keeps your mind occupied. I guess no department wants the old service employees. Don't you think they could of made room for the two of us in 6335 if they wanted to? I was thinking just when I'm getting my health in pretty good shape again, I have to go back over there. I was a wreck when I came into the test room a year ago. Maybe they think I've had enough of a rest now."

Operator No. 4 (sub.) was absent Monday, Sept. 28, due to illness.

2. Unusual Occurrences. (Cont'd)

(b) Environmental (Cont'd) - Operator No. 2's earnings for week ending 9-26-31 were sufficiently high to remove her name from the minimum earnings allowance list. This was the first time this operator has been off the M.E.A. list in approximately one year.

3. Developments.

1. Termination of test room.
2. Transfer of operators to Dept. 5317.
3. Operator No. 2's request for week off.
4. Operator No. 4 (sub.'s) request for three months' leave.
(See Unusual Occurrences.)

4. Visitors.

None.

LEL-ER

WEEKLY ACTIVITY SUMMARY - 10-10-31

RELAY TEST ROOM

1. Production Curve Fluctuations.

Total Weekly Output for the group decreased 2.6% from the preceding week. Average Hourly Output for Operators No. 1 and 5 decreased slightly from the preceding week and Operators No. 3 and 4's Average Hourly Outputs were 3% and 9.1% lower. Operator No. 2's Average Hourly Output was slightly higher.

2. Unusual Occurrences.

(a) Personal - Operator No. 2 remarked that she was going to church every night this week.

Operators No. 1, 2, 3 and 4 went to the Rodeo at the Chicago Stadium, Wednesday, October 7.

Operators No. 1, 2, 3 and 4 and the inspector are planning to go to Moosehart Sunday, October 18, on a hike sponsored by the Hawthorne Girls' Hiking Club.

(b) Environmental - Operator No. 3 remarked: "Why didn't [redacted] call me?" (Wed. Oct. 7, 3:20 P.M.)

Jr. Clerk: "I don't know, [redacted]. Maybe she was too busy today."

Oper. 3: "Maybe I'll be too busy tomorrow."

Jr. Clerk: "Did you want to go down today?"

Oper. 3: "Well, it was my turn today."

3. Developments.

None.

4. Visitors.

None.

DAC-ER

WEEKLY ACTIVITY SUMMARY - 10-17-31

RELAY TEST ROOM

1. Production Curve Fluctuations

Total weekly output for the Group decreased 2% from the preceding week and was the lowest group output since the vacation period. Average Hourly Output for Operator No. 1 increased slightly over the preceding week. Average Hourly Output for Operators 2, 3, 4, and 5 declined 3.7%, 3.7%, 1.4% and 2.8% respectively. This is Operator 2's second lowest week this period. It was also Operator 3's second lowest week and Operator 5's lowest week since the vacation period.

2. Unusual Occurrences

(a) Personal - Operators 3 and 4 and the inspector are going to visit Moosahart, Sunday, October 18, on a hike sponsored by the Hawthorne Girls' Hiking Club. Operators 1 and 2 are not going, having changed their plans since last week.

Operators 1, 2, 3, and 4, and the inspector are planning to attend a masquerade party at the Albright Gymnasium, Thursday, October 22. The affair is sponsored by the Girls' Activity Organization of the Hawthorne Club.

(b) Environmental.

Oper. 2: "You know that department in the Merchandise with conveyers. What do they do? Do they have anything to do with us? Do they come before or after us?" (Thurs.Oct.15)

D.A.C. : "You mean the Subset Assembly Dept. They (Subset Dept.) make phones that are installed in homes. Your parts do not enter into them. Your parts go into switchboards. Why?"

Oper. 2: "Well, they're going to start a night shift. I thought maybe we'd be picking up too. Maybe work overtime." (Laughing)

D.A.C. : "So you'd like to work overtime?"

Oper. 2: "Oh, no! As bad as we need money in my home, I wouldn't want to work overtime. My health wouldn't stand it. No kidding though, they (Subset Dept.) are going to take back some of the people they laid off. No girls under 21 can work on the night shift, though."

2. Unusual Occurrences. (Cont'd)

(b) Environmental (Cont'd)

The Operating Organization (6389) complained regarding the unsatisfactory work of the inspector. They stated that a large number of defects are being passed by the inspector and are caught by them in subsequent operations. Inquiry regarding the bogey disclosed that the bogey is set low enough to insure a satisfactory quality and that the test room inspector maintained a fairly consistent figure of 100% efficiency.

We observe that the inspector seems to accomplish the required work with ease, spending considerable time conversing with the operators and doing other things which take her away from her work. Her supervisor indicated that the inspector may be replaced if the quality of the work coming from the test room does not improve.

3. Developments.

None.

4. Visitors.

None.

DAG-ER

Weekly Activity Summary - Oct. 24, 1951.

Relay Test Room

1. Production Curve Fluctuations

Total weekly output for the Group dropped 1.4% from the preceding week, establishing a new low mark for this period. A.H.O. for operators 1 and 4 decreased 2.1% and 4.1% from the previous week. It was operator 1's lowest A.H.O. since the vacation period and operator 4's lowest since December, 1948. Operator 2's A.H.O. was the same as the previous week. Operator 3 and 5's A.H.O. was slightly lower than the previous week. It was Operator 5's lowest A.H.O. since the vacation period.

2. Unusual Occurrences

(a) Personal

Operators 1, 2, 3, 4 and the inspector attended the girls' masquerade party at the Albright Gymnasium, Thursday, October 22. There was considerable conversation about this event during the entire week.

(b) Environmental

[REDACTED], 6539, explained the unemployment relief program to the operators and the method used to obtain our quota. Each operator received a pledge card and a pamphlet outlining the plan.

Each operator signed a pledge card indicating that she will contribute weekly to the unemployment fund for a period of twenty-six weeks, starting week ending November 7, 1951. The operators commented that they hoped the money contributed would really go to the unemployed people and not be a "lot of graft". We explained the method of turning over this fund to the various charities.

Opr. 2: "I'd rather give it to some girl who was sleeping in the park and let her come and work for me. Just think, all my housework done. You know, some girl I could trust. I think we ought to take care of a person, then we know they got something."

3. Developments

1951 Report. data and graphs completed this week.

4. Visitors

None.

MM

WEEKLY ACTIVITY SUMMARY - OCT. 31, 1931

RELAY TEST ROOM

1. Production Curve Fluctuations.

(23rd week of Period 20.)

Total weekly output for the group increased 7.7% over the preceding week.

Operators 1, 2, 3, 4, and 5 increased their Average Hourly Output over the preceding week, 7.7%, 5.0%, 8.2%, 14.7%, and 3.0%, respectively. Operator 3 attained a new high Average Hourly Output for this period.

2. Unusual Occurrences

(a) Personal - none.

(b) Environmental

The periodical physical examination was held Wednesday. All the operators gained weight. Operator No. 4 gained nine pounds.

Operator No. 5 worked on a new type of relay (R 1496) Friday. This type differs very little from the types she has been working on and no noticeable difference in output was noted.

3. Developments

██████████ informed us that all the heavy running types of relays assembled in the Test Room would be transferred to Kearny. A check of future requirements indicates that the R 1316 and R 1317, two heavy scheduled types used on dial equipment, will probably be retained at Hawthorne. Other heavy running types usually assembled in the Test Room are included in the transfer.

The permanent closing of the women's washroom in Bldg. 46-5 makes it necessary for the operators to use the washroom in Bldg. 38-5. The operators were displeased with this new arrangement as they will now have to walk approximately 250 feet when formerly they walked only 25 feet.

4. Visitors

None.

WEEKLY ACTIVITY SUMMARY - 11-7-31.

RELAY TEST ROOM

1. Production Curve Fluctuations
(24th week of Period 20.)

Output for the group dropped 4% from the preceding week. Average hourly output for Operators 1, 2, 3, and 4 decreased 3.5%, 3.9%, 6.3%, 6.5% respectively, from the previous week. Operator 5 was absent (sick) four days this week and average daily outputs for the past twenty-three weeks of this period were used in figuring her production data.

2. Unusual Occurrences.

- (a) Personal - The test operators, inspector and observers are planning a theatre party for Wednesday, November 18. A large portion of the money for this party was obtained by contributions to a baseball fund during the summer months, i.e. each operator selected a baseball team for the season and when the team lost the individual contributed a penny to the fund.

There was some dissension between Operators 2 and 5 regarding the choice of the play, but as two of the group had seen the play, Operator 5 selected, the other play was chosen.

Operator 5 complained of a cold and various aches Tuesday morning. She was sent home by the hospital at 9:40 A.M. A substitute operator replaced her for the remainder of the week.

- (b) Environmental - The test room was exceptionally quiet Monday of this week due to the fact that the departments located outside of the test room are working four days per week.

3. Developments.

Memorandum sent to Dept. 6723 authorizing the removal of the graphic wattmeter in Bldg. 27-5, which was used in our rest period investigation.

The sketch of the recording testing fixture, to be used in the pressure measurement study, was checked and several changes are contemplated.

4. Visitors.

None.

DAC-ER

WEEKLY ACTIVITY SUMMARY - 11-14-31
RELAY TEST ROOM

1. Production Curve Fluctuations.
(25th week of Period 20)

Total weekly output for the group was 1.2% higher than the previous week. Average hourly output for operators 1, 2 and 3 increased 2.8%, 2.7% and 1.9% respectively over the previous week. Operator 4's A.H.O. decreased 1.2%. Operator 5 was absent (sick) the entire week and an average of the daily outputs for Period 20 were used in figuring her production data.

2. Unusual Occurrences.

(a) Personal - Operator 5 was absent (sick) the entire week. A substitute operator replaced her.

(b) Environmental - Only Operators 1 and 2 were interviewed by [REDACTED] this week. Operators 3, 4 and 5 will be interviewed next week in accordance with a new program of interviewing each operator every other week instead of every week.

3. Developments.

Dept. 6329 will work four days each week beginning next week. The test operators were informed that starting next week they would work four days each week, having Mondays off. The operators were not surprised as they had heard rumors from the regular dept. regarding a four day a week.

Oper. 2 remarked: "It's sure getting tough. First they said the four day week would come at the first of the year, then the first of next month and now it's next week."

[REDACTED], Dept. 6162, informs us that counting authority was being removed from all shop employees not reporting to the Counting Organization. In the future the test room output instead of being counted by the inspector will be delivered to the counting room in Bldg. 46-5.

A transfer of work to [REDACTED] involving three of the five types of relays assembled in test room, will necessitate the assembly of a number of unfamiliar R-type relays beginning about the 12-II Period. Frequent changes in layouts are expected for these R-types as the schedules are small, but a list of eleven R-types was obtained which we believe will be scheduled in sufficient quantities to meet test room requirements.

Visitors.

Mr. Whitehead - Harvard University.

DAG-ER

WEEKLY ACTIVITY SUMMARY - 11-21-31
RELAY TEST ROOM

1. Production Curve Fluctuations.

(1st week of Period 21 - Rest - 4:15 stop, Monday and Saturday
A. M. off)

Total weekly output for the group decreased 20.5% from the preceding week due to a 20% reduction in the working hours, a feature of Period 21. Operators 1 and 2's average hourly output decreased 6.7% and 5.7% respectively from the previous week, establishing a new low for Operator 1 since the vacation period and a new low for Operator 2 since the week ending December 29, 1930. Operators 3, 4, and 5 increased their average hourly output 4.7%, 3.3%, and 3.1% respectively.

2. Unusual Occurrences.

(a) Personal - The test operators (excepting Operator 5) the inspector, [REDACTED], [REDACTED], and the junior clerk attended a musical comedy Wednesday evening. The greatest proportion of money for these tickets was provided through the baseball fund maintained throughout the summer. Operator 5's failure to attend this show with the rest of the group was probably due to her disagreement with Operator 2 on the choice of the show to be attended, Operator 2's choice being selected by the group as the better of the two shows.

D.A.C. : "What's the matter [REDACTED]? You've looked tired or worried the last few days (12:35)."

Oper. 2: "Oh, I feel pretty good today."

D.A.C. : "Oh yes, better today, but yesterday something was bothering you."

Oper. 2: "One of my little nieces isn't well - but that isn't it."

D.A.C. : "No, it's something closer than that, disagree with the boyfriend?"

Oper. 2: "[REDACTED], you know I haven't had a steady boyfriend for a year. No - well - my brother [REDACTED] lost his job. That's what it is. You know he was making fifteen dollars a week."

D.A.C. : "He did? When did that happen?"

Oper. 2: "He got his notice last Friday and was laid off yesterday. Oh well, we will have to take it like we get it I guess." (Shrugging her shoulders)

(b) Environmental - Only Operator 3 was interviewed by [REDACTED] this week.

3. Developments.

The four-day week for the test operators started this week. The introduction of this new feature marks the beginning of Period 21.

[REDACTED] was given data and graphs for use in supervisory training conferences.

We find that a decrease of 17% in personal time for the group has been effected by the closing of the washroom adjacent to the test room.

[REDACTED] of Harvard spent several days of this week in the test room obtaining information concerning routines and records peculiar to our test practices. This information will be used in his preparation of a report of our test studies.

4. Visitors.

[REDACTED] - Harvard University.
[REDACTED] - 6061.

BMS

WEEKLY ACTIVITY SUMMARY - 11-28-31
RELAY TEST ROOM

1. Production Curve Fluctuations.
(2nd week of Period 21.)

The group total weekly output decreased 1.5% from the previous week. Average hourly output for Operators 1, 2, 3, and 4, decreased 1.6%, .4%, 2.5%, and 4.4% respectively, from the preceding week, establishing a new low for Operator 1 since the vacation period and a new low for Operator 2 since week ending December 29, 1930. Operator 5 increased her average hourly output 1.2% over the previous week.

2. Unusual Occurrences.

- (a) Personal - Only Operators 2 and 4 went out for the "day before Thanksgiving luncheon" heretofore an annual event in which all the operators participated.

Oper. 2: "Are you coming out with us [redacted]?"

Oper. 1: "No, I can't come."

Oper. 3: "Well, I ought not go either but I'm going. I figure I only live once."

At noon Operator 3 remarked:

Oper. 3: "These dry old sandwiches instead of a hot dinner today, huh [redacted]?"

Oper. 1: "Yeah."

Operators 1, 2, 4, and the layout operator are going to see "Strange Interlude" a drama playing at a loop theatre (Friday evening).

Oper. 2: (To 4.) "It's too bad [redacted] isn't coming." (To the show)

Oper. 3: "Well, if we didn't have this four-day week I'd be able to go." (It is quite evident that the diminished pay due to the shorter working week has had some effect on the social relationships of this group - Operators 1 and 3 not partaking of the annual Thanksgiving dinner as explained in an above paragraph and Operator 3 not attending this show with the other operators. However,

Operator 2, whose family probably has the greatest need for her income attends each event with the expression: "We only live once."

(b) Environmental - The operators worked Monday of this week on account of the Thanksgiving holiday Thursday.

Operator 2's jig was replaced Friday when she complained that the set-screws were loose and the fixture would not hold its adjustment.

The operators did not repair Friday. The holiday Thursday left only one day's repairs which will be held over until next week.

3. Developments.

The speed tests were discontinued Monday of this week in accordance with [REDACTED]'s suggestion.

Output tapes for the entire duration of the test are being marked off into fifteen-minute intervals in accordance with [REDACTED] request.

An ediphone was obtained for use in recording daily history sheets and various reports.

Last week Operators 1 and 2 commented to the effect that they believed they worked faster at the end of the day when they were attempting to reach a predetermined output than they did during their regular speed test period; not that they did not try during speed tests but things just went smoother during their effort at the end of the day. We checked these statements last week by actual timing during this end of the day period and found that none of the relays for any of the operators were assembled as fast as the relays made during the speed test for that particular day.

4. Visitors.

None.

Alb.

RMS

WEEKLY ACTIVITY SUMMARY - 12-5-51
RELAY TEST ROOM

1. Production Curve Fluctuations.
(3rd week of Period 21.)

Total weekly output for the group increased 3.6% over the previous week's figure. Operators 1, 2, 3, and 4 increased their average hourly output over the previous week 5.7%, 4.0%, 3.7%, and 8.0% respectively. Operator 5's average hourly output decreased 1.3%.

In view of the fact that the operators begin working five days next week, which will mark the beginning of a new period, it might be well to mention at this point a factor peculiar to Period 21, other than the loss of a working day, which probably contributed to a lower total weekly output. Whereas during previous periods Monday has been a low output day, Wednesday and Friday, repair days, are also low, and Tuesday and Thursday have been relatively high production days. In Period 21 the loss of Monday has resulted in the transfer of the first day of the week low output to Tuesday. Therefore, Tuesday, Wednesday, and Friday are low output days and Thursday is the only high output day of the week.

A comparison of the operators' average hourly production for Period 20 with that of Period 17 which was identical in length (twenty-five weeks) and feature (Rest - 4:15 stop and Saturday A. M. off) except that in Period 17 the operators' seating positions were changed. tends to substantiate our previous deductions regarding the effects of Operator 2's proximity as a "pace setter" upon Operators 1 and 4's production.

<u>Operator</u>	<u>A. H. O. for Period 17</u>	<u>A. H. O. for Period 20</u>	<u>Percentage Increase or Decrease</u>
1	69.6	72.6	+4.3
2	75.7	75.3	- .7
3	65.6	63.9	-2.6
4	73.7	67.5	-8.4
5	61.5	64.8	+5.4
Group	69.2	68.8	- .6

Operator 1's average hourly output during Period 20 is higher than for any other period excepting 16 and 19. The increase in output for Period 20 over that of Period 17 was probably due to her return to her former seating position next to Operator 2.

Operator 2's production for Period 20 is approximately the same as for Period 17 and was higher than for any period excepting 16, 17, and 18.

Operator 3's average hourly output for Period 20 was the lowest since Period 14.

The great percentage of decrease in Operator 4's average hourly output for Period 20 from Period 17 was probably due in part to her return to her original seating position between Operators 3 and 5. Her output for Period 20 was the lowest since Period 13.

Operator 5's average hourly output has increased each period since her return from her leave of absence at the beginning of Period 17. However, her average hourly output for Period 20 was slightly lower than for Periods 18 and 19 but was higher than the production for all her previous periods.

2. Unusual Occurrences.

(a) Personal - none.

(b) Environmental - Operators 1 and 2 were interviewed by Miss Rousseau in Conference Room 481. The operators seemed pleased with the new interviewing location as it eliminates the necessity of going outside in cold weather.

3. Developments.

[REDACTED] - 6329, informed us (Friday A.M.) that the program involving the transfer of heavy schedule types of relays to Kearny had been indefinitely postponed and starting next Monday, December 7th, the department will work five days a week. In accordance with our program of working the same number of days as the regular department the test room will also follow this program. The operators were very elated when informed that they would work five days a week.

Operator 2 exclaimed: "That's the best news we've had lately. It's the first time that something bad didn't last a long time. You don't know how much that six bucks a week meant to me. That six bucks pays my rent."

The other operators' comments were not of great objective

value but the form of expression was one of hilarity causing laughter from all the operators.

The perforated tape and log records for the interval July 1, 1927, to September 1928 were sent Thursday, December 3rd by registered first-class mail to [REDACTED], Harvard University.

[REDACTED] - 6088-1 came into the test room Thursday, December 3rd, to assist in the preparation of material to be forwarded to Harvard University.

4. Visitors.

None.

Del.

WEEKLY ACTIVITY SUMMARY - 12-12-31
RELAY TEST ROOM

1. Production Curve Fluctuations.

(1st week of Period 22 - Rests- 4:15 stop, Saturday A.M. off.)

Total weekly output for the group increased 25.2% over the previous week; the greatest percentage of this decrease being due to a 20% increase in working hours. Average hourly output for Operators 1, 2, and 4 increased 4.1%, 3.7%, and 3.9% respectively over the previous week. Operators 3 and 5's average hourly output decreased 5.5% and 6.3% respectively.

2. Unusual Occurrences.

- (a) Personal - Operator 2 went to a dance given by a neighborhood club at the Aragon ballroom Monday, December 7th.
- (b) Environmental - A periodical physical examination was held Wednesday afternoon.

The operators complained of having cold hands several times Monday morning. Temperature was quite low in the test room early in the morning.

Operators 3, 4, and 5 were interviewed by [REDACTED] this week.

An excess payment of two to three dollars to each of the operators due to a clerical (6329) error will be adjusted in the balance payment for December.

3. Developments.

The operators are working five days this week, a feature of Period 22.

The following question was asked of the operators Monday morning:

"Would you rather continue the physical examination every six weeks as at present or would you rather have a more complete examination only twice a year, an examination that is given to the company executives similar to the first one given you when you came into the test room? The doctor in this twice yearly examination would examine you thoroughly and inform you of his findings."

Out of the confusion of immediate responses to this query, the

following is representative:

"No sir, we want the exam we have now, every six weeks."

An exception to this answer is Operator 5's,

"I don't care which we do."

The operators were informed that, due to a reduction of the hospital's personnel, coffee would not be served to them after they finished their examination Wednesday afternoon. There were several comments of disapproval, and the suggestion was offered by one of the operators that they furnish their own coffee and have coffee and cake in the test room after the examination. This party feature was originated early in the test as a means of overcoming the operators' disapproval of a periodical examination, and the practice has been continued to the present time.

██████████ in a letter acknowledging the receipt of the tape and log sheets which were forwarded to him last week requested that the tape for May and June, 1927, although very irregular and considerably damaged, be held pending his visit in January when he shall indicate whether or not these tapes may be used in his study.

4. Visitors.

None.

DAC:EMS

WEEKLY ACTIVITY SUMMARY - 12-19-31
RELAY TEST ROOM

1. Production Curve Fluctuations

(2nd week of Period 22 - Rests - 4:15 stop, Saturday A.M. off)

Total weekly output for the group decreased 3.9% from the previous week. Operators 1, 2, 3, and 4's A.H.O. decreased 2.9%, 3.0%, 1.3%, and 12.8% respectively, from the previous week. Operator 5's A.H.O. increased 1.3%.

The decrease in output is probably influenced by the excessive amount of time consumed in repairing defective relays having insulators out of line. During the past two weeks the R-1316, R-1498, and R-6494 type relays have been assembled with a thicker top insulator than regularly used. This change in manufacturing procedure was necessitated when Department 6329 informed us that due to bushings running in the maximum dimensions and insulators to the minimum dimensions, difficulty was being encountered in tightening these types of relays without cracking the bushings.

2. Unusual Occurrences.

(a) Personal - Operators 1, 2, and 4 were roller skating Saturday night at a roller skating rink in Chicago.

(b) Environmental - Operators 1 and 2 were interviewed by [REDACTED].

The contacts in the chutes of bench positions 1 and 2 were adjusted Monday. The flapper gate shafts are considerably worn which necessitates frequent adjustment of these contacts. Replacement of these shafts will have to be made in the near future in order that accurate measurement of production will not be interrupted by faulty adjustment of the recording circuit contacts or breakage of the shafts.

At 2:53 P.M. Friday, Operator Number 2 inquired:

Oper. 2: [REDACTED], what do we get this week?" (Referring to percentage)

D.A.C: "Well, we told them (Payroll) to pay you 95%. That was yesterday. They had to know on account of the holiday next week. You had over 95% up to then but yesterday was so low that you fell below 95% for the week."

Oper. 2: "Come on girls; we have to make it today then. If [REDACTED] calls, tell her to let me go Monday, will you [REDACTED]?"

After this comment was made an increase in the activity was noted and we decided to compare the output for the remainder of the day with the output previous to this time. Operator 2's working day was terminated at 3:15 when she was called for an interview, but the other operators who reacted to this conversation, Operators 1, 3, and 4 increased their average hourly output, for the interval 3:00 to the end of the day, 20.7% over their A.H.O. for the period 7:30 A.M. to 3:00 P.M.

3. Developments

[REDACTED] 6088-1, who has been assisting with the marking of perforated tapes left the test room when the job was completed Wednesday.

The perforated tapes and log records for the interval 9-20-28 to 12-11-31 were forwarded to [REDACTED]. The few remaining tapes for May and June 1927 will be checked for irregularities and held for [REDACTED]'s examination in January.

A new job is being outlined which will combine the statistical recording and curve plotting for the relay and bank wiring test rooms. [REDACTED] is to do the work in Building 35-6.

Obtained information that sheet metal lockers used for storage purposes are not kept in stock but have to be made up on a plant order. Suggested that an additional file cabinet be placed in the test room in which we may store experimental equipment.

4. Visitors.

None.

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DAC:EMS

WEEKLY ACTIVITY SUMMARY - 12/26/50 **DO NOT DISCLOSE IDENTITIES**
RELAY TEST ROOM

From the beginning of these studies, the identities of the persons under study have been kept confidential. We look to you to carry on this trust. Please guard the privacy of the persons involved by substituting fictitious names, or code symbols for real names.

1. Production Curve Fluctuation

(Third week of Per. 22 - Rests - 4:15 Stop and Sat. A.M. off)

Total weekly output for the group decreased negligibly (.2%) from the preceding week. A.H.O. for Operators 1, 2 and 5 decreased 2.0%, .4% and 1.1% respectively from the previous week. Operators 3 and 4 A.H.O. increased 2.8% and .6% respectively.

2. Unusual Occurrences

(a) Personal

Operators 1 and 2 were roller skating Wednesday evening at a rink in Chicago.

(b) Environmental

Operators 3, 4 and 5 were interviewed by [REDACTED].

The detail screws of the fixtures of Operators 2, 4 and 5 were equipped with locking wing nuts Wednesday afternoon. These devices should eliminate the "slipping down" of the details which has resulted from the wearing of the detail screws on these old type fixtures.

Acting upon Operator 2's suggestion, Operator 1 brought a small artificial Christmas tree into the test room Monday and placed it on the file cabinet.

The exchanging of presents the day before Christmas, which heretofore has been an annual custom, was discontinued by mutual agreement this year because of lowered family incomes. However, the five operators combined gave the layout operator a gift, and she purchased a box of candy at noon for the operators.

Although there was some hilarity and talking (Thursday) about the coming holiday, the amount of time lost in this manner, when compared with the day before Christmas for other years, is noticeably less. The percentage earned Thursday was 92.8% compared with 77.1% and 71.2% respectively for the day before Christmas in 1930 and 1939.

A large part of the decrease in the earnings percentage of the previous years was due to time spent in examining and showing the gifts which had been received.

3. Developments

██████████ and Mr. Koppin, 6083-1, are working in the test room, compiling data to be used for the new curves of actual production.

4. Visitors

None.

A.H.B.